DOCUMENT RESUME

ED 172 984 RC 011 357

AUTHOR Pinnock, Theo J.
TITLE Service Delivery to Southern Black Population in Rural Areas.
SPONS AGENCY Bureau of Elementary and Secondary Education (DHEW/OE), Washington, D.C.; Department of Agriculture, Washington, D.C.; National Inst. of Education (DHEW), Washington, D.C.; Office of the Assistant Secretary for Education (DHEW), Washington, D.C.
PUB DATE May 79
NOTE 25p.; Paper presented at the Rural Education Seminar (College Park, Maryland, 29-31 May 1979)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Blacks; Community Development; Delivery Systems; Economic Disadvantagement; *Federal Aid; Government Role; *Private Financial Support; Rural Areas; *Rural Development; Rural Population; *Services; Southern States
IDENTIFIERS *Alabama; *Tuskegee Institute AL

ABSTRACT

Planning for viable rural communities must seek elements inherent in a well-kept American home: lights, water, telephone, employment of the household head, children in school, access to transportation, sufficient food, clothing, health care, recreation, etc. If a community falls short in these necessities, the "needs gap" is where effective service delivery systems operate. In Alabama the Tuskegee Institute cooperates with philanthropic organizations and federal, state, and local governments in developing a wide variety of programs. A grant by the W.K. Kellogg Foundation established the Human Resources Development Center which was designed to coordinate all outreach programs to address the needs of rural people in the 12 Black Belt counties of Alabama. The Mott Foundation aids community education; the Ford Foundation provides management training to certain agriculture cooperatives. Others involved in the Institute's work include the Rockefeller, W.T. Morris, Ushkow and Twenty-First Century Foundations as well as such organizations as the Heifer Project International, Lutheran Church, and Control Data Corporation. Federally supported social, education, and economic programs are also carried out; state and local governments lend what assistance they can. To truly understand rural conditions, a staff of Institute people go into the rural areas, talk to the needy people, discern the actual problems, and determine what is being done or can be done to provide services. (DS)

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SERVICE DELIVERY TO SOUTHERN BLACK POPULATION IN RURAL AREAS

By

Theo J. Pinnock

Paper presented at the Rural Education Seminar, College Park, Maryland, 29-31 May 1979. Seminar sponsored by the U. S. Department of Health, Education and Welfare (Office of the Assistant Secretary of Education, Office of Education's Bureau of Elementary and Secondary Education, and the National Institute of Education's Program on Educational Policy and Organization) and the U. S. Department of Agriculture (Science and Education Administration).

May 15, 1979

RC011357

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INTRODUCTION

Brief Description of the Rural South

Those of us most concerned about the rural South have a romantic nostalgia for what it was at sometime, someplace. Modern technology, transportation and communication make old places and circumstances remembrances about which there is an unrealistic aura. There is no likelihood of a return of the illusions we treasure. Those who are in the reverse migration are coming to a new place and not to the old.

We have had moments of despair over the poverty, the economic system and the political order in many phases of the older South. Even the changes that meant the death knell to our traditional ills were painful to us. Jones wrote, in 1960, about the changes since World War II.

Since 1940 there has been activity on Southern farm lands more furious than spring ploughing after a long wet winter. Seeds of grasses have been sown over acres on which for a century, more or less, plough and hoe destroyed grass that cotton might thrive. Faithful trained mules who had names were scrapped, along with the crude farm implements they had drawn and replaced by machines that could cultivate more acres in less time. On the outskirts of villages and towns, factories were built in fields among the withered stalks that had borne last year's harvest. And, the reapers of last year's harvest were finished with harvesting. Ploughmen had been scrapped along with their ploughs and mules. In the new grasslands a lusher growth of oblong pattern marks sites of the demolished houses of people who have gone from the land.

Where cotton once grew on both sides of a road, now, for mile after mile, there are pastures and grazing cattle. Sometimes grass-covered terraces are a reminder that this was once a field in which row crops were grown.

In some places where cotton is still grown, cabins are no longer scattered about the fields in that expedient disarray that placed each family in the midst of the crop it was responsible for tilling. For tractors drawing gang ploughs, they were an inconvenience, and to aeroplanes spreading poison dust, they were a menance.

There are spots where the weatherworn cabins stand as they have been standing for decades and people seem to farm as they have been farming all their lives. Here the plantation system had apparently survived. Closer scrutiny shows that it really has not, despite the 'big house' standing as it has for decades and the grey cabins scattered as they have long been. Automobiles stand before the cabins and tractors are parked in sheds in the old mule lot. The commissary, traditional gathering place during idle hours, is shuttered, bleak-looking and deserted. Other things not readily descernible make the plantation in the 1970's significantly different from the plantation in 1940.

The many ploughmen trudging behind their mules talking to the beasts or relieving the boredom by singing or shouting their 'hollers' are gone. Instead, a few ploughmen ride tractors with colorful umbrellas to shield them from the sun and the only sound in the fields is the monotonous noise of the machines,occasionally punctuated by the rasping clash of gears. In the autumn the cotton-harvesting machines, looking like grotesque red beetles, lumber among the cotton plants snatching the white fibre with steel claws. Trucks filled with raw cotton hurry along the highways to gins or loaded with burlap-covered bales hurry to market.

The highways, smooth belts of concrete or asphalt, have come too since 1930. They connect the cities to each other and the larger towns to cities. Markers point from the highways to the villages and small towns that the highways

by-pass as they are no longer important to trade and commerce. The small towns and villages do have an importance however. They are the refuges for workers that the tractors and harvesters have pushed out of the fields. Big towns, little towns and villages have grown since 1930. Small towns that have extended their boundaries are home for workers the farms have expelled and that city industries don't need.

The long-abused and misused lands of the South are faring better than the long-abused and misused people who have inhabited them. There have been no policies and scientific practices to ensure the constructive use of these people. Many of them who should be regarded as assets have been callously marked 'expendable'. This waste of human resources is the South's greatest unsolved problem. Soils in the South are being planned for in terms of their highest and more constructive purpose, whether it be forest, grass or field. None of the land is regarded as waste and expendable. For every acre there is a use that in time will prove to be an asset. Sleek, well-fed cows graze on hillsides where gaunt, ill-fed people once scratched for a meagre living. In fertile fields where children and their parents toiled without hope of security or comfort, machines sow, tend and harvest bounteous crops.

Changes in the landscape are symbolic. The tension and conflict, the insecurity and unrest, the hope and anticipation, the insistence on preservation of the old and the clamour for something new, all are behind the symbols. To understand what has happened and is happening in the South today, deeper comprehension is needed of what it was like before it knew the disturbances of war, depression, agricultural mechanization and reform, and industrialization.

A poet in another century, writing during the industrial revolution in England, spoke a truth that we should ever be mindful of:

"I'll fares the land
Where wealth accumulates
And men decay."

The nostalgic romanticism of a family farm as family enterprise and cottage industry belong to history. The challenge for us in the immediate future and in the long-range is to make rural communities more refreshing and rewarding for those who are still there and those who are yet to come. This is much of my task in the rural South and I shall try to address this problem in the most practical manner I know how.

Pragmatic Description of Community and Community Development

More than half a century before the depression of the 1930's Booker T. Washington, a former slave and brilliant leader of the Negro race, founded Tuskegee Institute. One of his most significant contributions was his method of determining a reference point for what had to be done in the development of rural communities.

To this end, he personally made social and economic surveys of the rural communities and to a very large extent, determined himself what had to be taught in the classrooms as well as in the field. The rural South is certainly more sophisticated today and as a result, we must now plan with the people and not for the people. Washington's idea of determining a point of reference for action or service delivery is still, however, the base from which Tuskegee Institute's service delivery system operates.

Pragmatically, a viable rural community should compare favorably with a well-kept average American home. For example, in the average American

home one is likely to find the following:

a. Light, telephone, television, adequate plumbing

b. Head of household or more in the family employed

c. Children of school age attending school

d. Transportation - family should have easy access to transportation

e. Sufficient nutritious food for the family

f. Physical structure is safe

g. Family is healthy and has access to health care

h. Adequate clothing for all

i. Adequate reading material

j. Recreation

k. Etc.

Households that fall short of any of the aforementioned necessities may not be classified as the normal American home and the same holds true for rural communities. Using this very simple definition of a rural community the task of assessing the needs of rural communities becomes somewhat simpler, but even more important, the task of planning with the people takes on more meaning.

In essence, the rural community developer must identify what is, and what ought to be. The difference between what is and what ought to be is referred to as the "needs gap."

It is within the "needs gap" that an effective service delivery system operates. After identifying what needs to be done, then there is the job of prioritizing the needs. Looking back to the 1960's and early seventies, for example, the most pressing need in the Black Belt counties of Alabama was citizenship education...getting the masses to understand the democratic system, and further, to participate fully in the process. Having accomplished

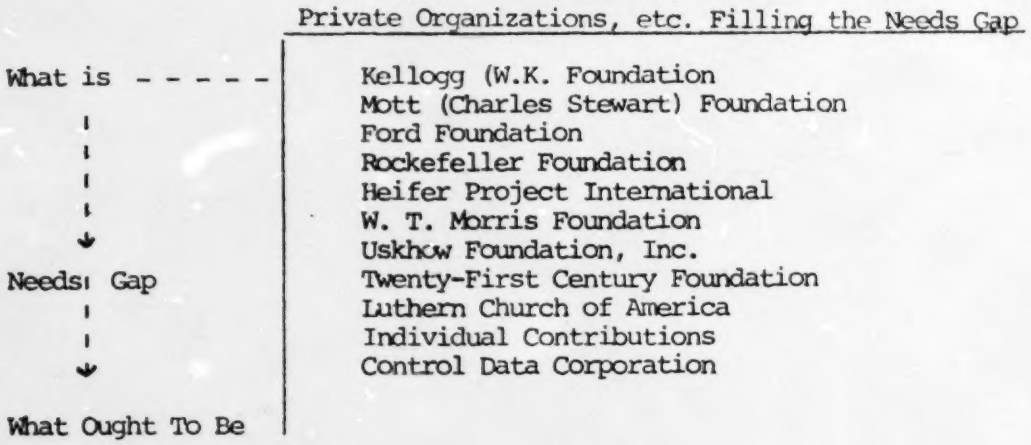
that goal, then Tuskegee Institute in cooperation with philantropic organizations, federal, state and local agencies, community leaders and grassroot citizens developed a wide variety of programs, all designed to make rural life more rewarding.

AN EMERGING MODEL IN SERVICE DELIVERY TO SOUTHERN RURAL POPULATIONS

In the previous sections I have briefly (though romantically) described what ought to be from a pragmatic point of view. It is clear that the needs gap is tremendous and some needs will always exist throughout our lifetime and in the far distant future.

Private Sector Support of Economic, Educational and Social Programs

It is a fallacy to assume that government (federal, state and local) can assume all the responsibility of addressing the problems of rural America and the same holds true for philantropic organizations. For convenience in presentation, I am, however, separating the private sector support from government support.



Kellogg (W.K.) Foundation

In 1963, Tuskegee Institute decided that rural community development in the Southeast and particularly Alabama was of utmost importance. The administration then, as it is today, recognized that institutions of higher learning which fail to address the needs of the larger college community were destined to die over time. It is within this context that I was employed at Tuskegee Institute in 1963 to look at the problems of the rural South including the Bootheel of Missouri.

In 1967, the W. K. Kellogg Foundation, after persistent invitation by Tuskegee Institute, came down to look at what the institution was doing in the rural South, what was the institution's mission and why should the foundation be involved. Between 1963 and 1967, Tuskegee Institute had already gotten involved in a series of programs including seasonal and migrant farm workers educational training programs, manpower programs, basic adult education programs and a host of others. In 1968, the foundation graciously gave Tuskegee Institute a grant to establish the Human Resources Development Center which was designed to coordinate all outreach programs and to develop other programs to address the needs of rural people in the twelve Black Belt counties of Alabama. It was the beginning of a new era for the Black Belt of Alabama in

terms of receiving services from an institution of higher learning and to say the least, that area will never be the same. For example, in 1968 there were but a few black elected politicians in the state. Today there are some 184 including two state senators, 13 state legislators, 12 mayors, 98 city officials, 22 county officials and 37 law and judicials. It should be clear why Tuskegee Institute chooses to teach citizenship and adult basic education as one outreach course.

Mott (Charles Stewart) Foundation

The Mott Foundation listened to our expression of needs in terms of the problems relating to rural schools. The school house in most instances in rural America is the loneliest building to be found after 3:30 p.m. in the afternoons. Many of the children who should be engaged in healthy after school activities can be found in some unlikely places, like the jails, and parents know no one to call because the teachers are not only commuters but teachers like the superintendents see the buildings, recreational facilities etc. as their own personal property. To this end, they close the schools and forget the parents and children until the next day at 8:30 a.m. In three rural counties of Alabama--Greene, Lowndes and Macon--we are trying to develop a rural model in community education, where we are bringing teachers, parents, students, community leaders and grassroot citizens together to address the problems of the schools. I cannot say that we are making much progress, although last year we offered twenty different courses to parents, using, in most instances, the school buildings and in the same light getting some inputs from teachers.

Ford Foundation

The Ford Foundation got involved in our operation after they were convinced that poor management was the chief reason why agricultural cooperatives

in the southeast were failing. In light of this, we provided management training to one agricultural cooperative in each of five states: Alabama, Florida, Louisiana, Mississippi and South Carolina.

Rockefeller Foundation

The Rockefeller Foundation was more interested in finding out what were the factors accountable for our apparent success and because of this, provided funds to an outside task force to evaluate our work and to determine the most effective way in which the foundation could become involved in the center. Today, the foundation is fully involved in a major goat research project on the campus. In the not too far distant future, goats will be playing a most important part in the American diet. While the statistics on goats might be a little sketchy, the evidence indicates that more goat meat is consumed than beef.

Heifer Project International

Heifer Project International provides the center with swine, cows, and goats to start small farmers in meat production. This a most successful project because almost immediately the farmer can begin to realize some additional cash.

W. T. Morris Foundation and the Ushkow Foundation

I want to discuss these two together because the two foundations had no problem in readily agreeing that students who are exposed to meaningful work experience outside the classroom will grow up to be better students. Of course that was the argument which we used in getting the foundations involved, but our long-term agenda was that the students who are employed in the center would eventually choose rural development as a career. Every penny granted to the center by these foundations are used to employ poor students to work in the center.

Twenty-First Century Foundation

The Twenty-First Century Foundation is so small that it is not even listed in the Directory of Foundations but through a grant of $2,500 to assist our summer camps, we were able to generate over one million dollars to address the needs of 1,400 high-risk youths in four rural Alabama counties.

Lutheran Church of America

Thomas Fuller once wrote: "Measure not men by Sundays, without regarding what they do all the week after." It is my firm opinion that religion, whether it is Catholic or Protestant, Judaism or Moslem, is the basis of our civilization. Religion is the guiding light to our final destiny; it is the fundamental ingredient which provides the inner self with the strength, fortitude and patience to deal with the everyday problems of life.

Mohammed Neguib wrote: "Religion is a candle inside a multicolored lantern. Everyone looks through a particular color, but the candle is always there." It is within this context, if you will, that the Luthern Church of America was approached to provide us with some assistance in establishing the Religious Extension Division in the Human Resources Development Center. The religious, moral and social issues affecting the people of the Black Belt counties of Alabama had to the addressed because they too are God's children.

Individual Contributions

Several persons have made small individual contributions to the work of the center but I want to make special mention of one such person. For years I have tried to get the General Electric Foundation to make a contribution to the work of the Human Resources Development Center and to date, I have not succeeded. I was successful, however, in getting the Vice President of General Electric to visit Tuskegee Institute and several counties in which we are working. General Electric, of course, has great interest in Tuskegee

Institute and does make substantial contributions to the School of Engineering. But, in fact, poor rural families use light bulbs and other G.E. products and if for no other reason, G.E. should have and display some interest in rural America. The vice president agreed with me and he too tried to get the foundation to make a contribution, like me he too failed to convince the foundation that they should contribute to the work of the center in the rural South. Recognizing that he had failed in getting his company's foundation to contribute to the development of rural America and being convinced of the value of the work which he himself inspected, he gave five hundred shares of his personal stock to support the work of the center and, specifically, what was being done through the support of the Kellogg and Mott Foundations.

Control Data Corporation

The relationship between the Human Resources Development Center and Control Data Corporation promises to be the most exciting, in my judgment, since the school was founded in 1881. Control Data had a computer terminal in the School of Education at Tuskegee Institute and for reasons unknown to me it did not work out as anticipated. I happened to meet the officials from Control Data Corporation on the day they were about to remove the terminal from the campus. I negotiated with them to let me have the terminal in the center on a four-month trial at no cost to the center. They graciously agreed. Up to that point I had absolutely no knowledge of what the computer terminal was about. I introduced it to all the office personnel and they were trained to use it, so were the many students who worked in the center. Over a three-month period, the computer terminal was used five times as much as compared to the School of Education, by students in engineering, clerical training

and community youths who played games on the terminal. The terminal was made accessible to interested individuals for fourteen hours per day. I personally took about four hours one day and watched the students working with the terminal and it was then that a new idea emerged which for me is most exciting. What we are trying to do now is to use the computer to solve many of the problems of farmers, large and small. I fervently believe that in two years, we will use the computer to address farming problems such as disease and disease control, marketing, fertilizer requirements, soil and soil types, weather forecasting, food processing and a host of other farm related problems. I do believe that in three to four years we will have a computer terminal in every farming community in the United States and I believe also that this same technique can be used in solving some of the agricultural problems in less developed countries. In the same vein, I must say that I believe that the average American citizen will not be able to function efficiently in this society within the next twenty-five to fifty years if he/she does not have a working knowledge of the computer.

Now that I have briefly discussed how foundations, corporations and individuals assist in meeting the needs of rural people, I should like to move on to the next phase which involves federal, state and local governments. Let me make it abundantly clear that no one can do it alone, therefore, we must develop linkages in order to get the most out of our limited resources.

FEDERAL SUPPORT OF SOCIAL, EDUCATIONAL AND ECONOMIC PROGRAMS

It is tremendously difficult, in most instances, to convince the Federal and State bureaucracies that America owes its strength, resilience and heritage, if you will, to the pattern that was established in rural

America. It was a pattern of independence, self-determination, hardwork, and none the least, patriotism. It is for these and other reasons why the problems of rural America should be addressed by all federal and state agencies.

Department of Justice

In cooperation with the Department of Justice, the Human Resources Development Center is providing services to 1,400 high risk youths in four rural Alabama counties. Juvenile delinquency is a serious problem in rural areas and to this end, the program is designed to provide the youths with remedial and cultural education, recreational and social activities as well as acceptable work habits.

Community Services Administration

This agency cooperates with the Human Resources Development Center in providing nutritional training in eight southeastern states. Our work is confined primarily to hunger coalition groups, senior citizens and some community action agencies. In addition to the training, we are establishing at Tuskegee Institute a nutritional information dissemination center. We feel very strongly that lack of information is a major problem in terms of poor people knowing where to go for help.

Department of Labor

The Human Resources Development Center is in the process of training 150 men and women in six different skills--carpentry, brickmasonry, plumbing, welding, auto mechanics and electricity. To date, we have trained 100 and have placed all on jobs ranging from $3.40 to $8.16 per hour. This is a residential type training where the trainees live in the college dormitories with students and have all the rights and privileges as college students. CETA works where ever the prime sponsors want it to work.

It might be mentioned here that the Human Resources Development Center has recently been approved to establish a job corps center to train 300 youths. In our proposal we requested an opportunity to train primarily displaced farm youths in airframe and power plant maintenance, brickmasonry, welding and related skills, carpentry, drafting, meat processing, printing, nursing, plumbing and electricity. We have proposed what seems to me to be a very innovative approach in residential living. For the first ninety days all corpsmembers will live under a very tightly structured situation after which 150 will be integrated into the dormitories with our college students and the other 150 will continue to live under a very tightly structured situation. We may learn something new and useful from that arrangement. Be that as it may, it is my contention that if a corpsmember who is being trained in drafting, for example, is housed with a college student who is in architecture, some very useful and meaningful exchange is likely to take place. All of the reports that I have heard so far seem to indicate that job corps is as good today as can be expected. We are anxious to start working with the Department of Labor to make job corps better tomorrow because it is my judgment that our furture is ensured by the abundance of our youth.

Department of Commerce (Office of Minority Enterprise)

In cooperation with the Department of Commerce, the Human Resources Development Center is providing training and technical assistance to minority business persons in twenty-four Alabama counties. Training is provided primarily in the areas of managment, procurement and loan packaging. Since April of 1978, for example, loans have been packaged and approved by the Office of Minority Business Enterprise to the extent of $3,568,994 with a range of $2,500 to $206,000 and the average loan being $39,655.

United States Department of Agriculture

Tuskegee Institute and the 1890 colleges have been funded by the Department of Agriculture to establish cooperative extension service programs to serve limited resource farmers in their respective areas. Alabama is rather unique in that it is the only state with three institutions of higher learning—Tuskegee Institute, Auburn University and Alabama A & M College—doing extension work. The roles of Tuskegee Institute and Alabama A & M College are clearly defined in that they are to work with limited resource farmers in particular. It should not be assumed that limited resource farmers are all black. As a matter of fact, in North Alabama where Alabama A & M College is located, there are more white limited resource farmers than there are black limited resource farmers. Cooperative Extension Service traditionally has been, and in most instances still is, an educational information dissemination agency. Poor, semi-illiterate and illiterate small farmers can do very little with the information they do get, therefore, we in the Human Resources Development Center try to do things a little different. We try to improve the economic base of the small farmer as quickly as possible by getting him involved in swine, and goat production at little or no cost. We provide the farmers with fertilizer and salt, coupled with intensive on-site training in herd and p sture management and we assist them in keeping accurate records. These services are provided through a full-time veterinarian and an animal husbandry specialist. Our veterinarian is also a public health specialist, therefore, his services to the family are not confined just to the animals but also to certain areas of environmental health. In addition to the livestock industry which we are developing, we are also concentrating on high yielding vegetable crops and muscadine grapes. These we hope will

improve and stablize the family's income to the extent where the youths will not have to catch a bus to the big cities the day after graduation from high school.

Also in cooperation with USDA, we have established a self-help housing project, the object of which is, to use the family's labor under the supervision of skilled craftmen to build their own homes. To date, we have completed approximately 200 homes, 36 are under construction and we have planned to get started another 52 in early summer.

United States Agency for International Development

One would think under normal circumstances this agency would not be involved in the problems of the rural South. The circumstances are not necessarily normal in the rural South and many rural areas approximate those which are found in less developed countries.

The Human Resources Development Center has a contractual arrangement to develop and test evaluation tools, both instruments and methodologies that can furnish more and better information for the rural community education program planner and implementor. More specifically, the use of the developed evaluation tools should produce information of the following types:

I. Determine program impact on individuals, the community and the achievement of wider development goals,

II. Identify and assess effectiveness of various programmatic elements and their interaction with various community characteristics to assist planners to:

   a. Identify communities on the basis of their characteristics in which a given type of education program would be most apt to meet with success, and

   b. Identify the optimum set of education program elements to ensure success given a specific set of community characteristics,

III. Assess Costs.

The program is so designed that the instruments will be developed jointly by a team from the selected less developed countries and a team from the Human Resources Development Center. The team from the less developed countries had to first visit community education programs in rural Alabama and the team from the Human Resources Development Center had to also visit community education programs in the less developed countries. The instruments are now being field tested in the less developed countries by both teams and will be field tested in Alabama beginning in September 1979 by both teams.

After the instruments have been field tested, refined and accepted, then we will accommodate about fifteen individuals from fifteen less developed countries to train them in Alabama's Black Belt to evaluate community education programs. As a practitioner, I prefer to use and work within the term community development rather than community education.

Community education stresses the use of a public building as a community center, operated in conjunction with other groups in the community, including local government agencies and community organizations to provide educational, recreational, cultural, vocational, academic, enrichment and leisure time, educational experiences and other related community services in accordance with the needs, interests and concerns of the individual and the community.

Community development is a process of social action in which people of a community organize themselves to improve the economic, social, educational and cultural conditions of the individual and the community, utilizing community resources supplemented by, when necessary, resources from governmental and nongovernmental agencies.

In the rural South where public buildings are few and where conservatism overrides progressivism, the idea of using public buildings only for community education makes the concept dysfunctional.

State and Local Government

The state of Alabama is at best very poor as compared to most other states and, therefore, one cannot expect too much beyond strong moral support in our effort to make rural life more fullfilling in Alabama and the rural South. The Alabama Industrial Relations Commission and the Governor's office have provided the Human Resources Development Center with funds to employ and upgrade limited numbers of rural youth and adults.

The Alabama State Department of Education has provided very limited funds to train fifteen rural youths from Macon County in the area of auto mechanics. The evidence is abundantly clear that more of these types of programs need to be implemented but as was indicated earlier, the resources are limited. The same holds true for the counties, they are very poor but some do contribute office space to some of our employees and when requested, some county commissioners will provide services to our camp sites--rebuilding the roads, nature trails and even assisting in minor repairs of buildings.

I have tried to briefly explain how public and private agencies as well as individuals are working together in the rural South to gradually eliminate some of the crucial needs of rural people. Rural development is a long and tedious process which involves tremendous amount of planning. Getting rural people involved in the solution of their own problems, amassing federal, state and private philantropic support in the business of rural development is easier said than done and more often than not, one's levels of frustrations may tend to outweigh ones levels of tolerances.

TECHNIQUES USED IN DEVELOPING A MULTIFACETED OUTREACH DIVISION IN AN INSTITUTION OF HIGHER EDUCATION

Institutions of higher education that are research oriented have difficulty in establishing outreach programs even where the administators wish that their

faculty would become involved in solving community problems. There are several reasons for this attitude among faculty members, but the one that seems most obvious to me is the desire of faculty members to maintain their academic status quo--"Outreach work are for the less lettered folks; my Ph.D. tells me that my place is in the lab and the classroom, and that I should publish as many articles as I possibly can. Interestingly enough, many of these articles remain on the shelves of our libraries only to become monuments of stupidity. While this attitude can be found in every American institution of higher learning, the administration at Tuskegee Institute made the decision in 1963 that by virtue of its mission, if nothing else, it was compelled to pay special attention to the needs of the rural poor.

For five years, 1963-1968, the administration had one professional person with support staff to go into all the rural areas of the deep South, talking to people to find out what problems they had, how were they coping and what agencies, if any, were providing services. A lot was learned in those five years; more than one could get from any books written yet by anyone. Starvation, malnutrition, inadequate health care and facilities, illiteracy, unemployment and crime were just a few of the problems that surfaced then. The most serious problem which could be identified in every community was the insensitivity of agencies and people with power to help. George Bernard Shaw once wrote: "The worst sin towards our fellow creatures is not to hate them, but to be indifferent to them; that's the essence of inhumanity."

By 1968 Tuskegee Institute formulated a plan to establish the Human Resources Development Center with some assistance from the W. K. Kellogg Foundation. There was and still is enough work to be done in the rural South for every institution of higher learning to have a human resources development

center or at least a similar organization, but that has not been evidenced so far. Intellectual and imaginative inertia are major inhibiting factors to innovation but I believe that as the population becomes more aware of their needs institutions will change.

SOME CONCLUDING THOUGHTS AND OBSERVATIONS

In March 1970, the report of President Nixon's task force on rural development entitled "A New Life for the Country" was published. Specific recommendations were made for research which I would like to quote here:

- We have the information now to make great progress in rural development--but we need better information.
- We need more research on how to help make community institutions in rural areas more vigorous.
- We need better information on the cost efficiencies that can result from various forms of local government consolidation.
- We need more research on low cost housing for farm and rural areas; and more research on possible housing patterns in rural areas.
- We need to know more about how people are motivated to work together to tackle projects and responsibilities in rural development; how leadership is developed in rural areas in transition and how to develop more effective communication.
- We need to know more about how off farm income of farm people is used; its effect on influencing people to stay in farming or leave farming; and its influence on farm people's residential location, participation in community activities and leadership.
- We need more information on the financing and management of privately owned rural recreational operations.
- We need more research to discover how to use the excess acres of cropland more creatively for rural and urban people.

- We need special information about effective methods of working with the least responsive, least motivated people in rural areas.

- We need more information on what makes one rural town a viable growing center and another a moribund declining area.

- We need more experimentation in ways to help minority groups become full partners in the public and private development of their communities.

- We need more research in pollution; control; remote sensing; whether modification; and desalinization of both water and soils.

- We need more information on effective low-cost water delivery systems and sewage disposal in country side areas and small towns.

- We need better data and measurement devices for assessing the economic and social effect on individuals and communities of establishing new industries in rural areas.

- We need better information on how far farmers and other rural residents will travel for goods and services--thus establishing the boundaries of "trade centers".

- We need more research on equitable taxation in rural areas--and methods of compensating those whose property values are reduced when their land is zoned into open space or recreation.

- We need more research on the financing of governmental services in rural areas.

There is no need to reinvent the wheel, there is, however, a degree of urgency in moving from rhetoric to action.

Suggested Readings

1. Brokensha, D. and P. Hodge. Community Development: An Interpretation. Chandler Publishing Co., San Francisco, California, 1969.

2. Ford, Thomas R. Rural U.S.A. Persistence and Change. Iowa State University Press, Ames, Iowa, 1976.

3. Jones, Lewis W. Cold Rebellion. McGibbon and Kee, London, 1962.

4. Jones, Lewis W. "The Winterland Reconsidered." American Sociological Review, Vol 20, No. 1, January 1955.

5. The Report of the President's Task Force on Rural Development. "A New Life for the Country." U.S. Government Printing Office, Washington, D.C., March 1970.